# MANONMANIAM SUNDARANAR UNIVERISTY, TIRUNELVELI-12

# UG COURSES – AFFILIATED COLLEGES Common Course Structure for **B.A. Degree Programmes**

# **B.A Tourism and Hospitality Management (CBCS)** (With effect from the Academic Year 2020 – 2021 Onwards)

## III Semester

| Part | Subject Status           | Subject   | Hours | L  | С  |
|------|--------------------------|---|-------|----|----|
| I    | Language                 | Tamil   | 06    | 06 | 04 |
| Ш    | Language                 | English   | 06    | 06 | 04 |
| III  | Core 7                   | Travel Geography  | 04    | 04 | 04 |
|      | Core 8                   | Front Office Operation  | 05    | 04 | 04 |
|      | Allied III               | <ol> <li>1. Art And Architecture In India (South India)</li> <li>2. Principles of Management</li> <li>3. Office Administration</li> </ol> | 03    | 03 | 03 |
| IV   | Skill Based<br>Core 1    | Computer Applications To Tourism  | 04    | 04 | 04 |
| V    | Non- Major<br>Elective 1 | Introduction to Tourism   | 02    | 02 | 02 |
| VI   | Common III               | Yoga  | -     | -  | 02 |
|      |                          | Total   | 30    |    | 27 |

IV - Semester

| Part | Subject Status           | Subject  | Hours | L  | С  |
|------|--------------------------|--|-------|----|----|
| 1    | Language                 | Tamil  | 06    | 06 | 04 |
| П    | Language                 | English  | 06    | 06 | 04 |
| III  | Core 9                   | Tourism Marketing  | 04    | 04 | 04 |
|      | Core 10                  | Tourism Policy And Planning  | 04    | 04 | 04 |
|      | Allied IV                | <ol> <li>Art And Architecture In India (North India)</li> <li>Organizational Behaviour</li> <li>Public Relation and Advertising</li> </ol> | 03    | 03 | 03 |
|      | Skill Based<br>Core 2    | Communicative Hindi  | 05    | 05 | 04 |
| IV   | Non- Major<br>Elective 2 | Travel Agency & Tour Operations  | 02    | 02 | 02 |
| V    | Common IV                | Computer for Digital Era   | -     | -  | 02 |
| VI   | Extension<br>Activities  | NSS, NCC, YRC, YWF   | -     | -  | 01 |
|      | Total                    |  | 30    |    | 28 |

V - Semester

| Part | Subject<br>Status                  | Subject  | Hours | L  | С  |
|------|------------------------------------|--|-------|----|----|
|      | Core 11                            | Tourism Product of India   | 05    | 05 | 04 |
|      | Core 12                            | International Airlines Management  | 05    | 05 | 04 |
| III  | Core 13                            | Economics of Tourism   | 06    | 06 | 04 |
|      | Core 14                            | Eco Tourism  | 04    | 04 | 04 |
|      | Major<br>Elective 1                | Methodology of Research in Tourism   | 04    | 04 | 04 |
|      | Major<br>Elective 2                | Travel Agency Management   | 04    | 04 | 04 |
| V    | Skill Based<br>Common<br>(Any one) | Personality Development (or) Effective Communication (or) Youth Leadership | 02    | 02 | 02 |
|      |                                    | Total  | 30    |    | 26 |

VI - Semester

| Part | Subject<br>Status   | Subject                                     | Hours | L  | С  |
|------|---------------------|---|-------|----|----|
|      | Core 15             | Air Cargo Management                        | 05    | 05 | 04 |
|      | Core 16             | Air Travel, Ticketing and Fare Construction | 05    | 05 | 04 |
| III  | Core 17             | House Keeping Management                    | 05    | 05 | 04 |
|      | Core 18             | Tourism Accounting                          | 04    | 04 | 04 |
|      | Core 19             | Group Project                               | 07    | -  | 07 |
| IV   | Major<br>Elective 3 | Human Resource Management In Tourism        | 04    | 04 | 04 |
|      | Total               |   | 30    |    | 27 |

# SYLLABUS B.A Tourism and Hospitality Management III – SEMESTER Core - 7

# TRAVEL GEOGRAPHY

| L | С |
|---|---|
| 4 | 4 |

## **Objectives:**

The module is prescribed in the course to inform the students about the importance of geography and to make the students to develop their skill in said area as it is relevant to tourism.

#### Unit – I:

Geographical features, location, physiography, metrology etc. – topography and geology-natural vegetation – population and human development – drainage.

(12 L)

#### Unit-II:

Geography of tourism: Overview- world's continents – longitude and Gratitude of map reading skills – Exploring the countries of the world and cities.

(12 L)

#### Unit-III:

Natural tourist resources – land forms & terrains – tourist destinations – water bodies – hill af mountain resorts – sanctuaries – monuments, historical and archaeological sites, museum and art galleries etc.

(12 L)

#### **Unit – IV:**

Development of Tourism in India with special reference to geography – Impact Assessment – approaches, methodology and techniques

(12 L)

#### Unit – V:

World time zones – Elapsed travel times – international date line

(12 L)

(Total: 60 L)

- 1. Bhatia A.K. Tourism Development, Principles and Practices
- Dubey & Negi Economic Geographic
   Jagmohan Negi Tourism Guide and Tour Operation: Planning and Organizing

# **SYLLABUS**

# **B.A Tourism and Hospitality Management**III – SEMESTER

Core-8

| L | С |
|---|---|
| 5 | 4 |

# FRONT OFFICE OPERATION

# **Objectives:**

The module is prescribed in the course to inform the students about the Front Office Management and to enhance their skill in said area as it is relevant to tourism.

#### **UNIT-I:**

#### INTRODUCTION TO HOTEL & CATERING INDUSTRY

- Evolution of Hotel Industry in India & Abroad.
- Growth and development of Hotels in India.
- Inter relationship between Travel, Tourism and Hospitality
- Role of Travel Agents and Airlines
- Types of Hotels, Lodging Ownership, affiliation & management contracts
- Classifying hotels and levels of service

(15 L)

#### **UNIT-II:**

#### ORGANISATIONAL CHART OF HOTELS

- Hotel Organisational chart of small, medium and large hotels
- Hierarchy chart of front office department of small, medium and large hotel
- Role & functions of front office
- Guest Cycle
- F.O. co-ordination with other departments
- Job description and job specification with examples

(15 L)

#### **UNIT - III: RESERVATION SECTION**

- Reservation/ prearrival phase & Guest Cycle
- Importance and definition of reservation
- Sources and modes of Reservation.
- Systems of reservations Manual and Automated
- Processing a reservation Booking, blocking, availability, confirmation and storage of information
- Processing reservation FIT, Group
- Amendment and cancellation
- Types of reservation guaranteed, non-guaranteed
- Over booking policy.

(15 L)

#### **UNIT-IV:**

## POST REGISTRATION ACTIVITIES

- Rooming & handling C-forms.
- Travel agents voucher.
- Luggage handling.
- Amenities and special arrangements.

(15 L)

## UNIT- V:

# **LAYOUT & EQUIPMENT**

- Layout of the front office.
- F.O. Equipments

(15 L)

(Total: 75 L)

- 1. Front Office Operation by Colin Dix & Chirs Baird
- 2. Front Office Training Manual by Sudhir Andrew
- 3. Principles of Hotel Front Office Operations, Sue Baker & Jeremy Huyton, Continum
- 4. Front Office Procedures, Social Skills and Management, Peter Aboott & Sue Lewry Butterworth Heinemann

# SYLLABUS B.A Tourism and Hospitality Management III – SEMESTER

# Allied ART AND ARCHITECTURE IN INDIA (SOUTH INDIA)

| L | С |
|---|---|
| 3 | 3 |

# **Objectives:**

The module is prescribed in the course to inform the students about the features of south India's architecture and how it attracts the tourists..

#### Unit – I:

Excavations - Arikamedu And Adichanailur - Artifacts - Seals And Pottery - Metal Art And Coins. (9L)

#### Unit –II:

Andhra - Amaravathi- Nagarjuna Konda, Chalukya - Durga & Ladkhan Temple At Aihole, Cave Temple At Badami, Virupaksha At Pattadakal, Rashtrakuta - Ellora Temples- Hoysalas Chennakesava Temples. (9L)

# **Unit III:**

Pallavas- Mahabalipuram- Kailasanatha Temple- Pandyas Cave Temple ,Cholas Brahadeshwara,Gangaikonda Cholapuram,Dharasuram Temple- Vijayanagar - Virupaksha & Vitalaswami Temple,Hampi (9L)

#### **Unit IV:**

Sculptures- Mahabalipuram- Ellora, Belur & Halabid- Bronzes of South India. (9L)

#### **UnitV:**

Paintings- Kanchipuram, Sittanavasal, Thaniavur- Lepakshi. Music - Carnatic-Dances- Bharathanatyam, Kuchipudia, Mohiniattam, Kathak- Bagavathamela.

(9L)

(Total: 45L)

- 1. Percyy Brown: Indian Architecture Buddhist and Hindu Architecture Volume I and II
- 2. K.A. Mahalingam: A History South India.
- 3. T.V. Mahalingam: Early Pandya Architecture
- 4. C.V. Narayana Iyer: Origin and History of Saivism

# SYLLABUS B.A Tourism and Hospitality Management III – SEMESTER Allied

# PRINCIPLES OF MANAGEMENT

| L | С |
|---|---|
| 3 | 3 |

# **Objectives:**

The module is prescribed in the course to inform the students about the principles and concept of management to develop their skill in management.

#### **UNIT-I:**

#### HISTORICAL DEVELOPMENT

Definition of Management - Science or Art - Management and Administration - Development of Management Thought - Contribution of Taylor and Fayol - Functions of Management - Types of Business Organisation. (9L)

## **UNIT –II:**

PLANNING Nature & Purpose - Steps involved in Planning - Objectives - Setting Objectives - Process of Managing by Objectives - Strategies, Policies & Planning Premises- Forecasting - Decision- making. (9L)

#### **UNIT-III:**

ORGANISING Nature and Purpose - Formal and informal organization - Organization Chart - Structure and Process - Departmentation by difference strategies - Line and Staff authority - Benefits and Limitations - De-Centralization and Delegation of Authority - Staffing - Selection Process - Techniques - HRD - Managerial Effectiveness. (9L)

## **UNIT-IV**

DIRECTING Scope - Human Factors - Creativity and Innovation - Harmonizing Objectives - Leadership - Types of Leadership Motivation - Hierarchy of needs - Motivation theories - Motivational Techniques - Job Enrichment - Communication - Process of Communication - Barriers and Breakdown - Effective Communication - Electronic media in Communication. (9L)

#### UNIT -V:

**CONTROLLING** System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling - Use of computers in handling the information - Productivity - Problems and Management - Control of Overall Performance - Direct and Preventive Control - Reporting - The Global Environment - Globalization and Liberalization - International Management and Global theory of Management.

(9L)

(Total: 45L)

- 1. Harold Kooritz & Heinz Weihrich "Essentials of Management", Tata McGraw-Hill,1998
- 2. Joseph L Massie "Essentials of Management", Prentice Hall of India, (Pearson) Fourth Edition, 2003.
- 3. Tripathy PC And Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.
- 4. Decenzo David, Robbin Stephen A, "Personnel and Human Reasons Management", Prentice Hall of India, 1996
- 5. JAF Stomer, Freeman R. E and Daniel R Gilbert Management, Pearson Education, Sixth Edition, 2004.
- 6. Fraidoon Mazda, "Engineering Management", Addison Wesley, -2000.

# SYLLABUS B.A Tourism and Hospitality Management III – SEMESTER Allied OFFICE ADMINISTRATION

| L | С |
|---|---|
| 3 | 3 |

# **Objectives:**

The module is prescribed in the course to inform the students about the concept of administration to develop their skill in administration.

#### **Unit-I:**

Meaning of office – Importance of an office – Functions of an office – meaning of office administration – office manager – functions. (9L)

#### **Unit-II:**

Office layout – objectives – importance – principles of office layout – open office – private office. Office furniture – need for standardized furniture – selection of furniture – types of furniture. (9L)

#### **Unit-III:**

Filling – Functions – significance – Advantages. methods of classification of files – filing system and equipments. Indexing. (9L)

#### **Unit-IV:**

Office forms – kinds – Forms control – Objectives of forms control – forms designing – principles of form designing continuous stationary supplies.

(9L)

#### Unit-V:

Office mechanization – objects – need for office machanisation – office automation – selection of office machines – types of machines.

(9L)

(Total: 45L)

- 1. Office organization and Management R.K.Chopra
- 2. Office Management and commercial correspondence Balraj Digga

# Skill Based Core COMPUTER APPLICATIONS TO TOURISM

| L | С |
|---|---|
| 4 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the role of Computer Information systems in travel trade. The prescribed unit enhance the skills of students especially when they will be attached for practical.

#### Unit-1:

• Introduction to computers: what is computer, block diagram, components of a computer system, generation of computers, programming languages, generation of languages, storage devices, floppy disks, CDROM'S. (12L)

#### Unit-II:

• Operating systems: introduction, functions, types, components, case studies-DOS, windows. (12L)

#### **Unit-III:**

•Word processing, spread sheets and presentations: what is word processing, features of MS WORD, editing commands and mail merge-what is spread sheet, features, formulae and functions, if statement, preparing sample worksheets, different graphs.

(12L)

#### **Unit-IV:**

• Features of POWERPOINT-preparing a presentation-preparing an organization chart (12L)

#### **Unit-V:**

• Introduction to internet: what is internet, network, network of networks, WWW.e- mail, websites, introduction to e-comerce -introduction to tournet-feature of tournet- feature of tour manager: costing-evaluation of cancellation.

(12L)

(Total: 60L)

- 1. Fundamental of Computer, V.Rajaram, Prentice Hall India.
- 2. Mastering Micro Office, Lonnie E. Mosely & David M. Boody, BPB Publications.

# B.A Tourism and Hospitality Management III—SEMESTER Non Major Elective INTRODUCTION TO TOURISM

| L | С |
|---|---|
| 2 | 2 |

## **Objectives:**

The module is prescribed in the course to inform the students about the importance of tourism and make them to aware of it.

#### **Unit-I:**

Historical evaluation and development of tourism - Murphy's factors on the evolution of tourism - Paid holidays and transition to modern tourism. (6L)

#### **Unit-II:**

Tourism Phenomenon: Concepts, forms and types and nature – Future trends – Purpose of tourism (6L)

#### **Unit-III:**

Tourism system – Basic concepts and Impacts: Introduction, concepts of pull and push – Demand and supply – Motivations and factors for travel – Measurements of tourism and statitics – Economic, social, physical and environment impacts of tourism.

(6L)

#### **Unit-IV:**

Travel formalities and procedures – arrival formalities – departure formalities – Travel and tourism terminology – air, ship and rail travel – hotel terminology, general terms – tourism abbreviations – steamship code abbreviation (6L)

#### Unit-V:

Growth and Development of Tourism in India – Tourism Commities – pre and post – Independence periods National Committee on tourism – National Action Plan and Policies for Civil Aviation and Tourism. (6L)

(Total: 30L)

#### **Books for Reference:**

1. Bhatia A.K. : Tourism Development – Principles and practices National Action Plan 1992.

2. Burhat and Medlit : Tourism – Past, Present and Future Raul. R.H. : Dynamics of Tourism

3. Christopher J.Holloway: The Business of Tourism Macdonald and Evans 1983.

4. Selvaraj .C. : Principles of Tourism.

# B.A Tourism and Hospitality Management III- SEMESTER Core - 9 TOURISM MARKETING

| L | С |
|---|---|
| 4 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the principles and concept of tourism marketing and to develop their skill in marketing.

#### Unit-I:

Definition-market segmentation-marketing in tourism-marketing mix-tourism product. (12L)

#### **Unit-II:**

Advertising-purpose in tourism-planning for advertising-production of advertisement-display of posters-media-travel writing.

(12L)

#### **Unit-III:**

Display and sale in tourism market-conference, conventions and exhibition services-distribution channels for tourists supply-characteristics of tourist product distribution-distributive functions.

(12L)

#### **Unit-IV:**

Sales forecasting-techniques-factors-methods-forecasting tourism products-carrying capacity analysis.

(12L)

#### **Unit-V:**

Marketing communication-Public Relation-Personality-Marketing Researchtypes-Organisation- Marketing Research in Tourism-sorces of data for research in tourism.

(12L)

(Total: 60L)

- 1. Manish Srivatsava National and State Tourism Marketing
- 2. Jha S.M Tourism Marketing
- 3. Beri G.C Marketing Research

# Core - 10 TOURISM POLICY AND PLANNING

| L | С |
|---|---|
| 4 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the tourism policy and planning and to develop their skill in planning.

#### Unit – I:

Tourism Planning – phases – needs – goals – planning process – role of government in tourism (12L)

#### Unit – II:

Tourism Planning in India - five year plans - tourism policy Considerations and structure planning - safety and security of tourists. (12L)

#### Unit – III:

Tourism policy formulation – public sector involvement – role of public sector and planning – legislation and regulation establishing tourism policy – Manila Declaration – Goa declaration. (12L)

#### **Unit – IV:**

Origin and development of tourism policy in India – Tamilnadu. Types of planning – local, regional, national and master plan – National Action plan of 1992 – National Tourism Policy of 2002. (12L)

#### Unit – V:

Incentives and subsidies of state and central government to promote tourism – nationall committee for tourism.

(12L)

(Total: 60L)

#### **Books for Reference:**

Balu U. : Tourism in India – Policy and Perspective

Gunn C.M. : Tourism Planning

Hall P. : Urban and Regional Planning

Mishra S.K. : Tourism in India – Policy and Perspective

## Allied

# ART AND ARCHITECTURE IN INDIA (NORTH INDIA)

| L | С |
|---|---|
| 3 | 3 |

## **Objectives:**

IV

The module is prescribed in the course to inform the students about the importance of art and architecture of India (North India) and to make them to aware of its significant role in tourism.

#### Unit-I:

Indus Valley Civilization - seals - pottery. Architecture- sculpture - painting - minor art. (9L)

#### Unit – II:

Mauryan Architecture - Asoka's contribution - foreign influence Mauryan sculpture - Bull and Lion capitals - Buddhist Architecture - Sarnath pillar – Sanchi stupa, Chaitya at Kane - Viharas at Nasik and Ajanta. (9L)

#### Unit – III:

Evolution of Temple Architecture - Gupta period - Sanchi - Deogarh. (9L)

#### Unit – IV:

Indo Islamic Architecture - Qutb Minar- Fatehpur sikri - Taj mahal - Redfort
(9L)

## Unit – V:

Painting - Ajantha - Miniature paintings of Mughals, Rajasthani, Pahari, Music - Hindustani, Carnatic - Dances - Kathakali Odessy, Manipuri, Kathak, Bharatnatyam, Mohini attam and Kuchipudi , Folklore dances .

(9L)

(Total: 45L)

- 1. Percy brown Indian Architecture [Hindu and Buddhists] Volume I &II
- 2. Basham A.L.-The wonder that was India

# B.A Tourism and Hospitality Management IV – SEMESTER Allied ORGANIZATIONAL BEHAVIOUR

| L | С |
|---|---|
| 4 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the various attitudes of people in organization and to make them to understand how it is important in tourism industry.

#### Unit - I:

Importance and scope of organizational psychology – Individual difference – intelligence tests – Measurement of intelligence – personality tests – nature, types and uses. (12L)

#### Unit – II:

Perception – Factors affecting perception – Motivation – theories – financial and non-financial motivation – techniques of motivation – transactional Analysis – Brain storming. (12L)

#### Unit – III:

Job satisfaction – meaning- factors- theories – management of job satisfactionmorale – importance – Employee attitude and behavior and their significance to employee productivity – job enrichment – enlargement (12L)

#### Unit – IV:

Group Dynamics – Cohesiveness – Co-operation – competition – conflict – types of conflict – resolution of conflict – socio metry – group norms – role – position – status – supervision style – training for supervisions. (12L)

#### Unit – V:

Leadership – types – theories – leadership and evaluation – organizational climate – organizational effectiveness – organizational development – counseling and guidance – Importance of counselor – types of counseling – information needed for counseling. (12L)

(Total: 60L)

- 1. Keith Davis Human Behaviour at work
- 2. Ghos Industrial Psychology
- 3. Fred Luthans Organizational Behaviour
- 4. L.M Prasad Organizational Behaviour
- 5. Hippo organizational Behaviour

# PUBLIC RELATION AND ADVERTISING

| L | С |
|---|---|
| 4 | 4 |

## **Objectives:**

The module is prescribed in the course to inform the students about the importance of PR and advertisement in tourism and to develop their skill in the relevant area..

#### Unit-I:

Principles of public relations &communication-Definition-Nature-Functions-Role of public relations in marketing-sales-Exhibition and Fairs-Definition of communications- Tools and media of public relations concepts and classifications. Classification of newspaper Visual communication-Media Relation-Public Relations and Writings. (12L)

#### Unit-II:

Corporate Public Relations-Emerging Corporate India-PR Challenges-challenges of the public relations changing business environment-Media Relations-Employees Relations. (12L)

#### **Unit-III:**

Editing &Production of Publications-Corporate-Scope-Type-Editing techniques of PR- Photography-Graphics and Colour-Good Layout-Proof Reading.

(12L)

#### **Unit-IV:**

Advertising Theory & Practice-Advertising Theory-Types & Classification-Planning and Managing Advertising Compaigns-Creating Audio & Visuals Advertising media.

## **Unit-V:**

The Role of Public Relations in Promoting Tourism-Need for PR department in Tourism-PR functions & Role in Tourism-PR as an effective marketing Tour PR and publicity in Tourism.

(12L)

(Total: 60L)

- 1. Bernecker Paul-Mmethods of Media of Tourist Publicity, Austrian National Tourist office 1961.
- 2. Hollow JC-the Business of Tourism, Pitman London 1980.
- 3. Jenkins IR&Jif JJ.Planning the Advertising Campaign, Macmillan Publishing 1973.
- 4. Morrison J.W-Travel Macmillan Publishing 1973.
- 5. Morrison J.W-Travel Agents & Tourism Acro Publishing Inc.New York 1980.
- 6. chmoll G.M-Tourism Promotion. Tourism International Press London 1977.
- 7. Van Harsell-Tourism in exploration, Prentice Hall 1970.
- 8. S.A.Chunawalla & K.C.Sethia-Foundations of Advertising-Theory and Practice, Himalaya Phb 2002.

# Skill Based Core COMMUNICATIVE HINDI

| L | С |
|---|---|
| 5 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the importance of Hindi in tourism field and develop their skill both in oral and written.

#### Unit-I:

Starts with alphabets, word construction sentence formations with applied grammer, numerals, functional Hindi, names of flowers, relations vegetables, parts of conversational Hindi. (15L)

#### **Unit-II:**

Conversation in day-to-day life, between two friends, teacher, students, market places, shops, enquires in bus stand, railway airport, about current affairs, sports and in college. (15L)

#### **Unit-III:**

Some phrases proverbs and idioms also will be practiced. Creative Writing and Reading. (15L)

#### **Unit-IV:**

Essays connection with temples, festivals of India, important incidents and simple stories. Translation (15L)

## Unit -V:

10-15 sentences in English to Hindi and Hindi to English.

(15L) Satal: 75L)

(Total: 75L)

- 1. Anuvadmala Part 1, Dakshan Bharat Hindi Prachar Sabha, Chennai 17
- 2. Manohar Kahaniyam, Dakashan Bharat Hindi Prachar Sabha, Chennai -17.
- 3. Gadhya Sankam, Dakshan Bharat Hindi Prachar Sabha, Chennai 17.
- 4. Tamil Nadu, Veera Raghavan, Publication Division, Ministry of Information and Broadcasting, Patiala House, New Delhi.
- 5. Temples of India: Myths and Legends, Mathuram Bhoothalingam, Ministry of Information and Broadcasting.

# B.A Tourism and Hospitality Management IV-SEMESTER Non Major Elective TRAVEL AGENCY & TOUR OPERATIONS

| L | С |
|---|---|
| 2 | 2 |

# **Objectives:**

The module is prescribed in the course to inform the non major students about the principles and concept of our operation and to develop their skill in the said area.

(6L)

#### Unit-I:

Travel agency, definitions and its scope – Definition of a tour operator and their functions – History of Travel agency and present status of travel agency system in India & abroad. (6L)

#### **Unit-II:**

Procedure for approval of a travel agency and tour operator to sell tourism pertaining to Travel agency and tour operator. Organisation & structure of a travel agency and tour operation. (6L)

#### **Unit-III:**

Ticketing, Itinerary preparation & Marketing of tourism products or packages by travel agency & tour operator. Linkages & arrangements of a travel agency , tour operator with hotels, airlines and other transport agencies. (6L)

#### **Unit-IV:**

The need for professionalization & the job training for a travel agency & tour operator. (6L)

#### Unit – V:

Management of private &public airlines in India, Case studies of Sahara,Jet etc.

(6L)

(Total: 30L)

- 1. A.K Bhatia Tourism development, principles & practices
- 2. VTC Middleton Marketing in travel & tourism, Hein man publications
- 3. JMS & Nagi Tourism & Hoteliering, Gethanjali publications
- 4. Michael Hall C Tourism planning, Policies, Processes & Relationships, Pearson Education Ltd.
- 5. Javid Akhbar Tourism Management in India, Ashish, New Delhi 1990.

#### **Core - 11**

# TOURISM PRODUCT OF INDIA

| L | С |
|---|---|
| 5 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the concepts and heritage of tourism product and to make them to aware of it.

#### Unit I:

Tourism Products: Definition, Concept and classification. Cultural Heritage of India - Stages of evolution, continuity. Heritage – Meaning, types, of Heritage Tourism, Heritage Management Organisations- UNESCO, ASI, ICOMOS, INTACH. (15L)

#### Unit II:

Architectural Heritage of India: glimpses on the prominent architecture style flourished in different period. Different style of architecture in India - Hindu, Buddhist and Islamic. Selected case studies of World Heritage Sites in India

(15L)

#### Unit III:

Pilgrimage Destinations: Hindu- Charo Dham Yatra, Jyotirlinga Yatra, Devi Yatra Vindhyachal (U.P.) Kamakhya (Assam), Vaishnavadevi, Kashi, Prayag, Gaya, Ayodhya, Mathura— Vrindavana, Allahabad, Ujjain, Hardwar, Gangasagar. Pallani Murugan Temple (TN), Tirupathi (AP) Sabarimalai (Kerala).Buddhist: Lumbini, Bodhgaya, Sarnath, Kushinagar, Vaishali, Rajgriha, Kapilvastu, Jain: Kashi, Pavapuri, Shatrunjaya, Girnar, Mt. Abu, Sharavanbelgola, Palitana Muslim: Ajmer Sharif, Nizamuddin (Delhi), Sikh: Amritsar, Christian: Annai Velankani. (15L)

#### **Unit IV:**

Natural Resources: Important Wildlife Sanctuaries, National Parks and Natural Reserves in India. Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital, Munnar, Kodaikanal and Ooty. Beaches and Islands: Beaches in Goa, Kerala, Tamilnadu, Andman Nicobar & Lakshdvip islands.

(15L)

#### Unit V:

Important Museum, Art Galleries and Libraries. Performing art of India: classical dances, folk dances and folk culture. Fairs and Festivals: Social, religious and commercial fairs of touristic significance.

(15L)

(Total: 75L)

- 1. Basham A. L.: The Wonder that Was India.
- 2. Basham A. L.: Cultural History of India
- 3. Peroy Brown: Islamic Architecture
- 4. Peroy Brown: Indian Architecture
- 5. James Burgess: Western Cave Temples of India
- 6. Enakshi Bhavnani: Dances of India
- 7. R. Nath: Mughal Colour Decoration
- 8. Husaini S. A.: The National Culture of India, National Book Trust, New Delhi
- 9. Gupta M. L. and Sharma D. D.: Indian Society and Culture

#### **Core - 11**

# TOURISM PRODUCT OF INDIA

| L | С |
|---|---|
| 5 | 4 |

## **Objectives:**

The module is prescribed in the course to inform the students about the concepts and heritage of tourism product and to make them to aware of it.

#### Unit I:

Tourism Products: Definition, Concept and classification. Cultural Heritage of India - Stages of evolution, continuity. Heritage – Meaning, types, of Heritage Tourism, Heritage Management Organisations- UNESCO, ASI, ICOMOS, INTACH. (15L)

#### Unit II:

Architectural Heritage of India: glimpses on the prominent architecture style flourished in different period. Different style of architecture in India - Hindu, Buddhist and Islamic. Selected case studies of World Heritage Sites in India

(15L)

#### **Unit III:**

Pilgrimage Destinations: Hindu- Charo Dham Yatra, Jyotirlinga Yatra, Devi Yatra Vindhyachal (U.P.) Kamakhya (Assam), Vaishnavadevi, Kashi, Prayag, Gaya, Ayodhya, Mathura— Vrindavana, Allahabad, Ujjain, Hardwar, Gangasagar. Pallani Murugan Temple (TN), Tirupathi (AP) Sabarimalai (Kerala).Buddhist: Lumbini, Bodhgaya, Sarnath, Kushinagar, Vaishali, Rajgriha, Kapilvastu, Jain: Kashi, Pavapuri, Shatrunjaya, Girnar, Mt. Abu, Sharavanbelgola, Palitana Muslim: Ajmer Sharif, Nizamuddin (Delhi), Sikh: Amritsar, Christian: Annai Velankani. (15L)

#### **Unit IV:**

Natural Resources: Important Wildlife Sanctuaries, National Parks and Natural Reserves in India. Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital, Munnar, Kodaikanal and Ooty. Beaches and Islands: Beaches in Goa, Kerala, Tamilnadu, Andman Nicobar & Lakshdvip islands.

(15L)

#### Unit V:

Important Museum, Art Galleries and Libraries. Performing art of India: classical dances, folk dances and folk culture. Fairs and Festivals: Social, religious and commercial fairs of touristic significance.

(15L)

(Total: 75L)

- 1. Basham A. L.: The Wonder that Was India.
- 2. Basham A. L.: Cultural History of India
- 3. Peroy Brown: Islamic Architecture
- 4. Peroy Brown: Indian Architecture
- 5. James Burgess: Western Cave Temples of India
- 6. Enakshi Bhavnani: Dances of India
- 7. R. Nath: Mughal Colour Decoration
- 8. Husaini S. A.: The National Culture of India, National Book Trust, New Delhi
- 9. Gupta M. L. and Sharma D. D.: Indian Society and Culture

**Core - 12** 

# INTERNATIONAL AIRLINES MANAGEMENT

| L | С |
|---|---|
| 5 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the Airlines management and to develop their skill in the relevant field.

#### **Unit I:**

 $\mathbf{V}$ 

History, growth and development of aviation industry. Aviation in India, present status of airline companies, airports, airport security etc. (15L)

#### **Unit II:**

Role of IATA and its function, ICAO its role and function, DGCA, Airport Authority of India, Open sky policy, International conventions; Warsaw convention, Chicago convention 1944. (15L)

#### Unit III:

Management of Airlines – Types of airlines, airlines personnel and revenue earning, airport management, study of aircraft parts, the aircraft turnaround, the control tower. (15L)

#### Unit – IV:

Airport facilities and special passengers, airport access, check in facilities, landing facilities for departing passengers, in-flight services, cabin component, audio and video projection equipment, emergency equipment for disembarkation, in-flight entertainment, classes of service with more comfort. (15L)

# Unit – V:

Baggage – Definition & rules – free baggage allowance – special charged – prohibited items. (15L)

(Total: 75L)

- 1. Jagmohan Negi, \_Air travel Ticketing and Fare construction', Kanishka, New Delhi,2005
- 2. OAG, Consultant, IATA, Geneva
- 3. Air Tariff Book
- 4. Stephen Shaw, \_Airlines in Shifts & Mgt', Ashgate Pub, USA,2004
- 5. IATA, Geneva
- 6. R. Doganis, \_Airport Business'
- 7. K.Sikdar, All you wanted to know about airlines functions
- 8. Journal of Air Transport Management by Elsevier Science
- 9. Joel Lech, \_Airfare secrets exposed', Powell Books, London, 2002

# Core - 13

# **ECONOMICS OF TOURISM**

| L | С |
|---|---|
| 6 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the concept and perception of economic significance of tourism and to make the students to understand the students in the said areas.

#### **Unit I:**

Nature, scope and application of economics in tourism and hospitality; Tourism scenario in India – tourist arrival data and Indian economy (18L)

#### Unit II:

Law of Demand, Determinants of Demand; Elasticity of Demand; Nature of tourism demand analysis and its forecasting; Law of supply; Determinants of tourism and hospitality supply; Elasticity of supply analysis and forecasting (18L)

#### **Unit III:**

Liberalization, privatization, globalization and tourism Input-Output decisions, Production function, short-run analysis; Long-run function; short run and long-run cost functions. Empirical estimation of production and costs (18L)

#### **Unit IV:**

Price-Output Decisions; Tourism and hospitality market structures; Price determination under different market conditions; Pricing practices and strategies; Profit measurement and profit policy; Determinants of investment decision in tourism and hospitality (18L)

#### Unit V:

ourism development and economic planning, review of the economic planning of tourism through the annual and five year plans, foreign exchange earnings and contribution to GDP through tourism. (18L)

(Total: 75L)

- 1. Hailstones, Thomas J. and Rathwell, John C., Managerial Economics, Prentice Hall International, New Delhi.
- 2. Chopra, O.P., Managerial Economics, Tata-McGraw Hill, New Delhi.
- 3. Agarwal, Manju, Economics for decision Making, Indian Institute of Finance, 1997, Delhi.

- 4. Davis, J.R. and Chang, Simon, Principles of Managerial Economics, Prentice Hall International, New Delhi.
  - 1. Mehta, P.L., Managerial Economics, Sultan Chand, New Delhi.
  - 2. Petterson: Managerial Economics, 3rd Ed., Prentice Hall of India, Delhi.
  - 3. Adhikary M., Managerial Economics, Khosla Pub.
  - 4. Salvatore, Domnick, Managerial Economics in a global economy, Irwin McGraw Hill.
- 5. Tribe, J. 2001, The Economics of Leisure and Tourism, New Delhi, Butterworth Heineman.
- 6. Cullen, P. 1997, Economics for Hospitality Management, London, International Thomson Business Press.
- 7. Sinclair, M.T. and Stabler, M., 1997, The Economics of Tourism, London, Routledge

# Core – 14 ECO TOURISM

| L | С |
|---|---|
| 4 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about sustainability of tourism by imparting the significance of eco tourism.

#### **Unit I:**

Environmental Studies: Definitions, components of environment, types of environment (an overview of food chains, food web and energy flow). Bio – Geo Chemical cycles, (12L)

#### Unit II:

Environmental Pollution – Air, Water and Noise Pollution with special reference to tourism activities. Green house effect. Depletion of ozone layer treats due to global warming. (12L)

#### Unit III:

Concept and Origin: Emergence of Eco-tourism, growth and development. Definitions. Principles of Eco-tourism. An overview of Eco-tourists. 12L)

#### **Unit IV:**

Eco-tourism Resources in India – Caves, National Parks, Wild life sanctuaries, Tiger Reserves, Biosphere Reserves, Wet lands, Mangroves, Coral reefs and desert Ecosystem. (12L)

#### Unit V:

Eco-tourism Planning and development strategies – Eco-tourism strategies with special reference to Environmental Protection (Environmental Impact Analysis) Role of Eco tourism in WTO, UNDP, UNEP, Ministry of Tourism GOI - Eco tourism in Tamil nadu. (12L)

(Total: 60L)

- 1. Baldvin J.H. (1985) Environmental Planning and Management. I.B.D. Dehradun
- 2. Singh Ratandeep: Handbook of Environmental Guidelines for Indian Tourism Kanishka Publishers, New Delhi.
- 3. Romila Chawla: Wildlife Tourism and Development; Sonali Publications, New Delhi. 4. Dash M.C. (1993) fundamentals of Ecology (New Delhi), Tata McGraw Hill Co.Ltd., Publishing Co.Ltd.)

- 4. Kormandy E.J. (1989) Environmental issues Concerns and Strategies (New Delhi) Ashish
- 5. Kandari O. P., Chandra Ashish: Tourism Biodiversity & Sustainable Development, Isha Books, Delhi.

# - SEMESTER Major Elective -1

# METHODOLOGY OF RESEARCH IN TOURISM

| L | C |
|---|---|
| 4 | 4 |

# **Objectives:**

- 1. To impart knowledge in basic statistics and operation research models.
- 2. To enable students to plan and do a research project.

#### Unit I:

**Research**: Meaning, Purpose, Scope of Research and Scientific method, Types of Research, Review of Literature – need, purpose notes taking, Selection and formulation of a research problem- Formulation of hypothesis operational definition of concepts. Research Design (Plan) Meaning, Process of Preparation, Components of research design (Plan). (12 L)

#### Unit II:

**Data:** Secondary and Primary, Interviewing and observation. Questinnaire and Schedule Measurement and Scaling. Pre-testing, pilot Study Sampling – Probability and Non – Probability methods of Sampling, Sample size, Field collection of data, Processing of data, editing, Tabulation, Preparation of tables, Graphical Presentation.

(12 L)

#### **Unit III:**

**Data Analysis:** Hypothesis testing for Mean and Proportion. One-sample tests. Two sample tests. Test for Large and samples Chisquares test for goodness of fit and independence. (12 L)

#### **Unit IV:**

Correlation: Meaning Types, Scatter diagram, Co-efficient of Correlation. Rank correlation, Simple linear regression analysis. Types of report – Style of writing – Synoptical outline of chapters. Steps in drafting the report. (12 L)

#### Unit V:

Assignment Modules: Problems with special reference to Flight scheduling transpiration models, Traveling sales man problem (statement only). Replacement Models for Equipment's which deteriorate with Time, Models. When items fails completely Preventive Maintenance Policy; Waiting line Models. Basic structure of the model – Single Channel Models – Description of other models in use. (12 L)

(Total: 60L)

- 1. Goode and Hatt Methods in Social Investigation.
- 2. Krishnaswamy OR Methodology of Research in Social Sciences Human Publications House.

# **B.A Tourism and Hospitality Management**

# V- SEMESTER

# Major Elective - 2 TRAVEL AGENCY MANAGEMENT

| L | С |
|---|---|
| 4 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the travel agency management and to develop their skill in the respective field.

## **Unit I:**

Definition of Travel Agency and Tour Operations, differentiation, interrelationship. Origin and growth of travel agencies. An overview of the travel agents in India, local travel agents. (12L)

#### Unit II:

How to set up travel agency:

- (a) Market research, sources of funding
- (b) Comparative study of various types of organisation proprietorship, partnership, private limited and limited
- (c) Govt. rules for getting approval
- (d) IATA rules, regulation for accreditation
- (e) Documentation
- (f) Office automation
- (g) Practical exercise in setting up a Travel Agency

(12L)

#### **Unit III:**

Departmentalization, managerial responsibilities and use of technology. Sources of earning: commissions, service charges etc. Itinerary preparation, important considerations for preparing itinerary, costing, types and components of package tour.

(12L)

#### **Unit IV:**

Dealing with Principal Suppliers: Dealing with air travel, tourist transport and accommodation. Supplier challenges. Present business trends and future prospects problems and issues. (12L)

#### **Unit V:**

Publicity and promotion: Issues related to sales, promotional issues, marketing communication, public relations. Associations and Organizations promoting travel agencies and tour operators: IATO, TAAI, ASTA, WATA, PATA, FHRAI, UFTA

(12L)

(Total: 60L)

- 1. Travel Agency and Tour Operation, Concepts and Principls J.M.S. Negi
- 2. Professional Travel Agency Management Chunk, James, Dexter & Boberg
- 3. The Business of Travel Agency Operations and Management D.L. Foster
- 4. Travel Agency Management-An Introductory Text, Anmol Publication New Delhi-Mohinder Chand.
- 5. Tourist Guide and Tour Operations, Kanishka Publication, New Delhi.

# Core - 15

# AIR CARGO MANAGEMENT

| L | С |
|---|---|
| 5 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the principles and concept of air cargo management to develop their skill in management.

#### Unit – I:

Introduction to Cargo Management: Cargo history, concepts and common terms used in cargo handling, rules governing acceptance of Cargo. Cargo rating-familiarization of cargo tariffs. Round off of the weights/dimensions/currencies. Chargeable weight rating – specific commodity rates, class rates, general cargo rates, valuation charges. (15L)

#### Unit – II:

Introduction to Air Cargo: Air Cargo Terminology – IATA cargo agent and agency operation – ABC air cargo Guide book – TACT rules, TACT tariff etc. – Chargeable weights & Principles of Air cargo. (15L)

#### Unit – III:

Cargo booking acceptance: Acceptance of special cargo. IATA dangerous goods regulation. Perishable cargo, valuable cargo, baggage shipped as cargo, human remains. Life saving drugs, live animal regulations. Restrictions in acceptance of cargo. Identification of cargo, documentation, labels. (15L)

#### Unit – IV:

Documents in Air Cargo: Airway bill: The function and completion of the airway bills, labeling & marking of packages. Cargo manifest, Cargo transfer Manifesto: Documents concerning postal mails and diplomatic mails. Shippers declaration for dangerous goods. SMTP, IGM, SOB, LOC, FCL. (15L)

#### Unit – V:

Cargo Handling : Handling Cargo. Cargo capacity of Air – cargo needing special attention. Instruction to dangerous goods regulations – Cargo liability & Insurance. – foreign Trade License activity - Export – Import Documentation.(15L)

(Total: 75L)

- 1. Course Material on Air Cargo Management, Swastick School for travel and Turist Studies
- 2. Air Cargo Management Manual

# B.A Tourism and Hospitality Management

# - SEMESTER

#### **Core - 16**

# AIR TRAVEL, TICKETING AND FARE CONSTRUCTION

| L | С |
|---|---|
| 5 | 4 |

# **Objectives:**

VI

The module is prescribed in the course to inform the students about the various methods of air ticketing and to develop their skill in said area.

#### Unit – I:

Air travel and world airlines – air transport regulations – passenger aircraft and aeroplanes – airlines policies and practices. (15L)

#### Unit – II:

World side city-to-city schedules- Familiarization with OAG: letter city and airport code, airline designated code, minimum connecting time, global indicator – air transport abbreviation and meaning. Familiarization with Air tariff: currency regulation, NUC conversion factors, general rules, planning itinerary by air. (15L)

#### Unit – III:

Introduction to fare construction: Elements of air fares – types of fares – far sheets- Abbreviation used in the fare formula. (15L)

#### Unit – IV:

Air far construction: Guidelines - mileage principles, fare construction with Extra Mileage Allowance (EMA), Extra Mileage Surcharge. (15L)

#### Unit – V:

Air Ticketing techniques: Reservation Sheets – Airline Reservations – Domestic Airline ticketing – International Airline Tickets. Universal air travel plan: types of air travel card. Bank Settlement Plan (BSP)- Case studies of selected Airlines Modules. Books for

(15L)

(Total: 75L)

#### **Reference:**

- 1. Jagmohan Negi, \_Air travel Ticketing and Fare construction', Kanishka, New Delhi,2005
- 2. OAG, Consultant, IATA, Geneva
- 3. Air Tariff Book
- 4. Stephen Shaw, \_Airlines in Shifts & Mgt', Ashgate Pub, USA,2004

- 5. IATA, Geneva
- 6. R. Doganis, \_Airport Business'
- 7. K.Sikdar, All you wanted to know about airlines functions
- 8. Journal of Air Transport Management by Elsevier Science
- 9. Joel Lech, \_Airfare secrets exposed', Powell Books, London, 2002

**Core - 17** 

# HOUSE KEEPING MANAGEMENT

| L | С |
|---|---|
| 5 | 4 |

# **Objectives:**

The module is prescribed in the course to inform the students about the importance of housekeeping and to develop their skill in the relevant area.

#### **Unit – 1:**

Introduction to House Keeping: Importance & Functions of Housekeeping House Keeping Areas – Front-of-the-house and Back-of-the-house areas, Guest Rooms, Public Areas, Maids Room, Indoor and Outdoor Areas. Co-ordination with other Departments like Front Office, Engineering, F & B, Kitchen, Security, Purchase, HRD, Accounts. (15L)

#### Unit - II:

Layout of House Keeping Department: Sections of the housekeeping department, their functions and layout. Organization of Housekeeping Department: Hierarchy in large, medium & small hotels - Attributes of staff. Job Descriptions and Job Specifications (15L)

#### Unit – III:

Guest Rooms: Types - Amenities & facilities for Standard & VIP guest rooms.

(15L)

#### Unit – IV:

Cleaning Equipments: Classification, use, care & maintenance Selection & purchase criteria. Cleaning Agents: Classification, use, care and storage - Distribution & Control - Selection Criteria (15L)

#### Unit – V:

Key Control: Computerized keys - Manual keys - Key Control Procedures Glossary of Terms: Students should be familiar with the glossary of terms pertaining to above mentioned topics

(15L)

(Total: 75L)

#### **REFERENCE BOOKS: -**

- 1. Housekeeping Training Manual Sudhir Andrews
- 2. Hotel, Hostel & Hospital Housekeeping Brenscon & Lanox

# Core -18

# TOURISM ACCOUNTING

| L | С |
|---|---|
| 4 | 4 |

## **Objectives:**

The module is prescribed in the course to inform the students about the principles and concept of tourism accounting and to develop their skill in the relevant area.

#### Unit – I:

Accounting Principles: Concepts and Conventions, double entry system – journal – ledger – trial balance and its preparations – final accounts of proprietary partnership and joint stock companies of tourism industry – insurance claims.

(12L)

#### Unit – II:

Analysis and interpretation of financial statement – ratio Analysis – fund floor (operating ratios in tourism industry)

(12L)

#### Unit – III:

Costing accounting – concepts – classification of costs – preparation of cost sheet- Methods of costing operation costing (canteen costing)

(12L)

#### Unit – IV:

CVP – Analysis – Break Even Point, Break Even Chart – application of CVP analysis fro managerial decisions.

(12L)

#### Unit – V:

Précising – Importance – pricing in tourism – conventional pricing methods – determination of room rates – food and beverage pricing – menu engineering – pricing package tours and budgeting and budgetary control.

(12L)

(Total: 60L)

## **Books for Reference:**

Richard Kotas, Management Accounting for Hospitality and Tourism

Core – 19: Group Project and Viva

# **Objectives:**

| L | С |
|---|---|
| 0 | 7 |

The Group Project / Dissertation with Viva - Voce in B.A. Degree Course in Tourism and Hospitality Management has to be guided by the Course teacher. Students (not more than 5 members in a Group) can chose a topic of their own interest related to their subject in consultation with the respective teachers under whom they are assigned to work.

Students have to submit the Project/ Dissertation at least 15 days before the commencement of their Theory Paper Examinations. Students have to write the Project / Dissertation in not less than 40 pages and not more than 50 pages adopting the techniques of Research Methodology offered during the V Semester. It has to contain 3 to 4 chapters apart from the Introduction and Conclusion. There shall be a review of the progress of the Group project / Dissertation writing every week by the teachers who guide the students so as to expedite the completion of the work.

## **Group Project / Dissertation**

A Group consists of not more than 5 members.

# **Major Elective - 3**

# **HUMAN RESOURCE MANAGEMENT IN TOURISM**

| L | С |
|---|---|
| 4 | 4 |

## **Objectives:**

The module is prescribed in the course to inform the students about the importance of HRM in tourism and to develop their skill in management.

#### **Unit I:**

Basic Philosophy and Approaches in HRD Planning. HRD Functions (12L)

#### Unit II:

Human Resource Management (HRM) in Perspective: HRM: The Field and It's Environment. The Evolving Role of HRM in the tourism industry: the Changing Emphasis (12L)

#### **Unit III:**

Meeting Human Resource Requirements: Human Resource Planning (HRP). Job/Role Analysis. Recruitment & Selection. Orientation & Placement. (12L)

#### **Unit IV:**

Developing Effectiveness in Human Resources: Training & Development (T&D). Performance Management. Potential Appraisal. Career/Succession Planning.

(12L)

#### Unit V:

Managing Employee Growth: Conflict and Stress management. Importance of Discipline and Counseling in Tourism. Human Resource Management in Tourism: HRM in the service Industry. Emerging trends and Perspectives

(12L)

(Total: 60L)

- 1. Ian Beardwell & Len Holden– Human Resource Management: A contemporary 1. perspective, Macmillan
- 2. Wayne F. Cascio Managing Human Resources: Productivity, Quality of Work Life, 3. Profits, Tata Mcgraw Hill
- 4. M. Madhukar Human Resource Management in Tourism, R. Publications